

Mediating the role of organization commitment on motivation and employee job performance

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Abstract

The purpose of this paper is to explore the potential of mediating between organizational commitment and the relationship between work motivation and employee performance. The research was conducted at a private engineering college in Tamil Nadu. Based on the stratified sampling formulation, there are up to 376 employees in the sample. The research assumption was tested using models of structural equations (Smart PLS 4). The study found that employee motivation and job performance are both positive and important. Organizational commitment as a mediation variable to explain the impact of workplace motivation on employee performance.

Keywords: Organization Commitment, Work Environment, Employee Job Performance

1. Introduction:

1.1. Study Background

A person's psychological state and its effects on seizure, uncertainty and loss of control lead to stress. An employee suffering from a psychiatric ailment can significantly impede their work. Employee ethics, conduct, and performance are influenced by each individual's job satisfaction, according to Avey et al. (2011). Employees with high levels of psychological capital may experience less worry and stress, resulting in higher levels of motivation at work. Psychological capital is intimately related to a person's mood. An employee is psychologically aware of and willing to support the growth and progress of the company for which they work (Amalia, 2018). As a result, in order to perform their jobs optimally and provide the most return, an employee will require appropriate psychological capital (Santos et al., 2018). Some researchers concentrated on organisational commitment factors. Suartina and Sadiartha (2019) defined Employees' Work-Motivated Performance. According to a similar study conducted by Inuwa (2016), employee motivation at work has an effect on their performance. There has been little research into psychological capital, which has implications for employee performance.

1.2. Statement of the problem

Employee motivation is the most difficult and striking characteristic of a manager. Because of today's competitive labor market and limited prospects, any firm may find it difficult to retain

personnel in an increasing number of circumstances. There is also no hint of improvement. Employee turnover represents a major loss of information, expertise, and aptitudes, resulting in a significant financial impact and cost to a business, as well as an influence on consumer needs (Hackman & Oldham, 1976). Managers with great motivating abilities help the organization improve staff retention. Furthermore, employees report feeling disengaged and overworked. We did our investigation in a few districts of South Tamil Nadu Private Engineering College to obtain more precise results. The study's goal is to find out just what level of employee involvement in making decisions motivates employees to enhance not only their attention but also their commitment and persistence.

1.3. Study objectives

The study's primary goal was to investigate how many critical characteristics motivated employees and aided in good job performance. The primary goal of this investigation is:

- To analyze the motivational conditions in a private engineering college in the southern Tamil Nadu district.
- Examine the effects and consequences of motivation on employee performance.
- Investigate the method for balancing organizational commitment, work incentive, and employee performance.

1.4. Research questions

The methodical inquiry and analysis of materials and sources to establish facts and reach new conclusions is referred to as research.

- How the motivation factors impact the employee job performance?
- What is the impact of organizational commitment on the relationship between job motivation and employee performance?

1.5. Development of hypothesis

H1: Motivation has a significant effect on the employee job performance.

H2: motivation has a significant effect on the organization's commitment.

H3: organization commitment has a positive effect on the employee job performance

H4: Organizational commitment mediating the effect of the casual relationship between motivations on employee job performance.

1.6. Scope of the research

A research was conducted at South Tamil Nadu Private Engineering College, one of our country's major academic institutions. We conducted research in eight districts with a total of 376 personnel. Employees at various levels and with varying levels of experience conducted the survey. The majority of the research was done in the south district. We collected data from respondents at the end of the narrative questionnaire. There are numerous such educational areas in India where such research can be easily carried out and the results used to their benefit. It would also strengthen staff interactions with upper management.

2. Literature review

2.1. Motivation

According to Gredler (2004), motivation is defined as a primary impetus that forces a person to engage in a few activities with the end goal of achieving certain objectives in mind. Everyone's level of motivation, like their level of recognition, varies, as does their mindset. For example, a man feels hungry, and as a result of his consumption, his feelings of desire are diminished. The source of motivation is both intrinsic and extrinsic. Teachers have traditionally considered intrinsic inspiration to be more appealing and to produce better learning outcomes than extrinsic inspiration (Deci et al., 1999). According to Adelabu (2005), the teacher's motivation is extremely low, and he is also dissatisfied with his management situation and compensation context. The goal of reduced motivation is to "motivate teachers because they have short rewards."

2.2. Job Performance

According to Olaniyan (1999), can be defined as the responsibilities assumed by an instructor at some point in the teaching structure to achieve administrative goals. Performance is a one-of-a-kind individual. Motivation has a strong influence on the implementation of trainers in educational institutions. When the instructors are moved, their execution takes on an unusual state. Similarly, some researchers believe that performance is a proven behavior or something that the representative does (Campbell, 1990). Vroom's (1964) Valence theory of instrumental expectation and Herzberg's (1966) theory of two factors were used to support this study. These theories were utilized to lead a study of the impact of motivation on the results of a private engineering college in the southern Tamil Nadu area.

2.3. Organization Commitment

Organizational commitment is defined as the degree to which an employee identifies with such a specific organization and its goals and aspires to continue to be part of that organization (Robbins, 2003). Allen and Meyer (1990) defined three types of organizational commitment: (1) affective, emotional connection, identity, organizational involvement; and (2) organizational involvement. In this situation, the person resides in an organization due to their personal preferences; (2) Commitment continent, which is essentially the commitment of psychology that focuses on thoughts about what must be forfeited while leaving the organization. In this case, the individual chooses an organization based on its ability to meet needs, (3) normative commitment, which refers to the employee beliefs on the organization's responsibilities. Individuals stay loyal to a company because they feel forced to. Previous research has found that organizational commitment has a significant and favorable impact on employee's production (Suliman, 2002; Suharto & Budi Cahyono, 2005; Khan et al., 2010).

3. Research Methodology

3.1. Research Plan

A study design is the creation of conditions for data collecting and analysis in order to mix relevance for research purposes with economics in method. This study's research design was a descriptive questionnaire survey. The descriptive survey was designed to gather thorough information and information describing existing phenomena. Based on a literature review, a survey questionnaire was created to collect data and was hand-delivered to target employees. The questions were answered by the target employees. Participating employees completed and returned questions. The results were then further investigated using a descriptive survey because it used questionnaires to determine the influence of organization commissions in work motivation and employee job performance.

3.2. Target Demographic

A population is defined as all cases that meet particular sets of specifications, units of analysis, or pertinent data. Teachers with varying levels of expertise were recruited from the target population in 8 districts in southern Tamil Nadu for this study. In total, 376 professors were selected and given the questionnaire. Primary evidence was gathered from their responses. The data was then reviewed in order to provide a full picture of the impact of a firm's engagement mediator for work motivation and employee job performance at various stages of the target demographic.

3.3. Design and size of sampling

Depending on their level of experience, a sample of around 376 people was drawn from the target audience. The stratified random sample method was used, in which the population is separated into groups (in this case, depending on experience) based on criteria that may influence the effect of motivation. Strata (groups) in stratified sampling are defined by traits or features shared by members.

4. Data Collecting and Analysis Methods:

4.1. Instrument for Data Gathering

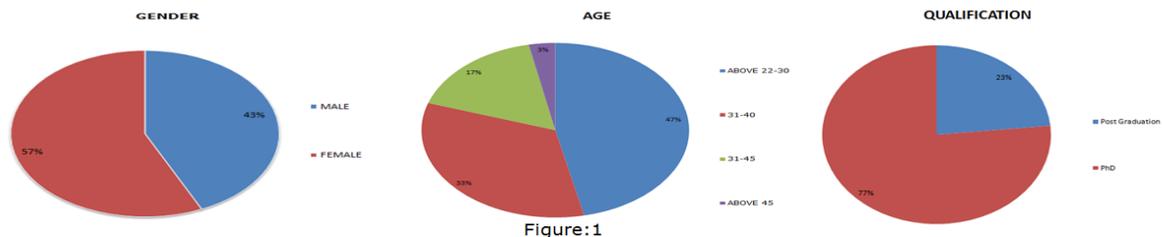
We used a self-administered descriptive questionnaire to obtain primary data before analyzing it. This questionnaire is useful in a variety of ways. Professors were sent study questions by WhatsApp, mail, and linked in, along with instructions for completing the survey. Furthermore, the cheap cost-per-completion makes it a cost-effective means of surveying huge areas.

4.2. Data analysis and presentation of data

SPSS (statistical software for social scientists) and SMARTPLS 4 were utilized. SPSS is a data management and statistical analysis application with a broad range of data processing capabilities. It is a system for storing questionnaire data electronically. Data is kept in a spreadsheet-style table, similar to that seen in Microsoft Excel. The structural model study's SMART PLS4 analysis is separated into two sections: Analysis of measurement items and structural models In contrast, the measurement model displays the relationship between latent variables and measured variables.

4.2.1. Respondent Background Data

Before evaluating the data, the following pie diagrams show background information about the personnel at various levels. We anticipate that it will be beneficial in understanding the scope of our research. We can see that among the 376 persons we interviewed, 57%, or 214 people, were female and 43%, or 162 people, were male (figure 1). We can see that 175 of the 376 people we studied are over the age of 22-30 years, 126 are over the age of 31-40 years, 63 are over the age of 31-45 years, and 12 are over the age of 46 years (figure 1). We can see that of the 376 people we performed research on, 88 are postgraduates and 288 are PhD graduates (figure 1).



4.2.2. Assessment of Measurement model

All data in empirical social science studies were evaluated using partial least squares structural equation model (Hair et al., 2019; Ringle et al., 2020; Sözbilir 2018). The manifest variable of the endogenous latent variable is valid (all p-values > 0.50) based on the validity test results utilizing factor loading values. The next construction test is the reliability test, which is predicated upon that Cronbach's Alpha value. The reliability of all exogenous latent variables is stated. Table 1 shows the detailed reliability test results.

Table 1: result of reliability and validity

Latent variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JP	0.975	0.981	0.977	0.664
MO	0.987	0.99	0.988	0.739
OC	0.97	0.977	0.974	0.716

Primary data

4.2.3. Assessment of Structural model

Figure 2 depicts how organizational commitment affects employee motivation and job effectiveness at work. With the exception of motivation, the direct impact of endogenous variables is positive and considerable. There is an important positive link between organizational engagement and employee job performance, based on the values recovered by the bootstrap. The study discovered that employee work performance and motivation directly mediate organizational commitment, which leads to acceptance.

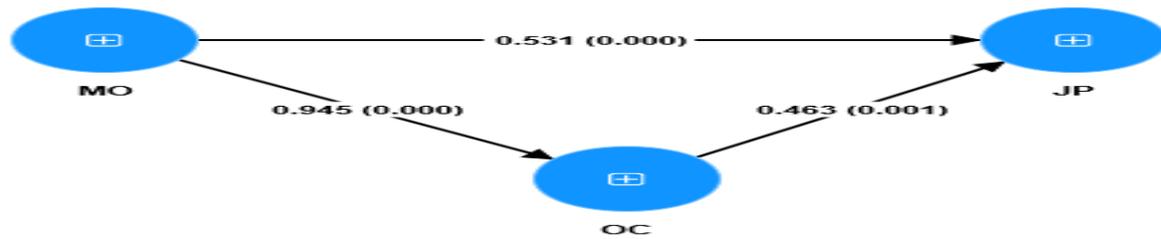


TABLE 2: PATH ANALYSIS:

Latent variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
MO -> JP	0.531	0.528	0.135	3.944	0.000
MO -> OC	0.945	0.945	0.019	49.233	0.000
OC -> JP	0.463	0.466	0.135	3.438	0.001

Primary data

A mediation analysis was performed to assess the role of organizational engagement in mediation of the relationship between employee motivation and work performance. According to the findings (see table 2), the combination of employee job performance and motivation had a statistically significant overall effect. When the mediating variable organization's commitment is included, the impact of motivation and employee job performance becomes more substantial.

TABLE 3: MEDIATION ANALYSIS:

Latent variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
MO -> OC -> JP	0.438	0.441	0.129	3.405	0.001

Source: Primary Data

4.2.4. Hypothesis analysis:

The t statistics and the acceptance of hypotheses are summarized in table 4. All hypotheses were statistically significant and now accepted.

Hypo	Construct	t-statistics	status
H1	MO -> JP	3.944	Significant
H2	MO -> OC	49.233	Significant
H3	OC -> JP	3.438	Significant
H4	MO->OC->JP	3.405	Significant

Source: Primary Data

5. Discussion and Conclusion

The study explored the impact of work motivation on employee job performance using organizational commitment as a mediator. According to the study findings, motivation is the most influential element in predicting work performance, followed by organizational commitment. The

results of the study, however, indicate that an organizational commitment is an important intermediary between employee motivation and work performance. Furthermore, the study discovered that employee job performance was significantly influenced by motivation and organizational commitment.

5.1. Managerial contributions

According to the study's findings, middle management employees believe that motivation, job performance, and the organization's commitment are properly managed. The education industry must concentrate on how to offer organizational commitment and increase teaching staff motivation.

5.2. Methodological contribution

The study used the smart -PLS-4 software and the partial least squares (PLS) analytical technique. Following the two-stage analytical methods, the researcher validated the measurement model (measure validity and reliability) and structure model (hypothesis testing)

5.3. Future Scope of the Research

There will undoubtedly be opportunities to do motivating research in the future. The researchers conducted the study in the field of education. There are additionally sectors, such as manufacturing, sales, and business, and if we can improve performance in these areas, our country would certainly develop. According to the study, motivation has a major impact on employee performance; so, learning more effective ways to apply positive strategies from these studies may certainly aid in the improvement of our economic sectors.

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